



## **Minutes of the meeting on 15 February 2007**

Prospero House, 241 Borough High Street, London SE1 1GB

### **Attendance (Board):**

Allan Bowman (Chair), Ziggi Alexander, Shokat Babul, Peter Beresford, Ratna Dutt, Jon Glasby (for items 1-6), Ann Macfarlane, Di McNeish, Jenny Owen and Terry Philpot

### **Staff:**

Emma Brooks (Minutes), Don Brand (SCIE consultant) – for items 4-6, Walt Brown (Staff representative elect), Amanda Edwards (Head of Knowledge Services), Rebecca Goldman (Senior Research Analyst) – for item 4, Stephen Goulder (Head of Corporate Services and Company Secretary), Robert Howells (Staff representative), Bill Kilgallon (Chief Executive), Trish Kearney (Director of Practice Development) – for item 5, Iris Steen (Director of Communications) – for item 4.

### **Apologies:**

John Fenton, Geraldine Macdonald and Gail Tucker

### **Welcome and announcements:**

1. SCIE trustees and staff were welcomed to the meeting. Stephen Goulder was welcomed as SCIE's new Head of Corporate Services and Company Secretary. This was Bill Kilgallon's last meeting before he retired at the end of March 2007. The board expressed their strong appreciation for all the work that Bill had done for SCIE.
2. This was Di McNeish's last meeting as a trustee before her term ended in March 2007, and note was made that Geraldine Macdonald's term also ended in March 2007. They were both thanked for their huge contributions to the Board.
3. New publications, forthcoming dates for the board, a media update and press cuttings were presented.

### **Minutes:**

4. Minutes of the board meeting held on 23 November 2006 were approved for signature and the report on matters arising was noted.

## **Matters arising:**

5. At the last meeting of the board it had been agreed to adopt the following option if two posts arose whilst recruiting for a single post:
  - To continue to ensure that the recruitment process is fair and attracts diverse applicants, and if a second post arises whilst recruiting for a single post the matter should be referred to the Chair and Chief Executive to decide what action to take. This would mean that SCIE's recruitment would continue to be guided by principles of equality and diversity, but business needs would be taken into consideration.
6. **Action:** It was agreed that this decision was transparent enough to enable challenge of the process and decision, and a tight time limit would be adopted to ensure the Chair reported such matters to the board.

## **Chair's report:**

7. Allan Bowman referred to his written report.
8. The Conservative party's Social Workers' Commission had now expanded from its original plan of four meetings, and the commission's membership had expanded to more accurately reflect social care stakeholders. Evidence submitted by major social care organisations followed a consistent theme of the need to strengthen social work.
9. SCIE would present its evidence on 22 February 2007.
10. **Action:** Allan would check whether the Shaping Our Lives National User Network had been asked to submit evidence.

## **Chief Executive's report:**

11. Bill Kilgallon presented his report and highlighted the following:
12. SCIE's Investors in People assessment would take place on 21-22 February 2007. The board would be informed of the outcome.
13. SCIE's office reconfiguration would begin in early March.
14. The changes to the structure of social care in Northern Ireland were noted.
15. It was not yet known who SCIE's sponsors in Wales would be following the merger of the Social Services Inspectorate and Care Standards Inspectorate.

16. The Department of Health had published its vision for the Directorate and SCIE had written to the Director General for Social Care to request funding for regional posts in this year's funding.
17. No further progress had been made with regard to the Centre of Excellence for Children's Services.
18. Since Bill had joined SCIE in 2003 there had been a substantial increase in investment in SCIE by our sponsor departments, which is a clear measure of the growing confidence they have in our work.
19. **Action:** It was agreed to consider the possibility of a different governance structure for SCIE at the board away day. Evidence for the effectiveness of different models would be sent to trustees prior to the away day.

### **Increasing SCIE's impact – summary of current organisation intelligence and recommendations for future action:**

20. Rebecca Goldman and Iris Steen were welcomed to the meeting to assist Bill Kilgallon with presenting the report, which had been drawn together from findings of the impact research, communications research and surveys of e-readiness.
21. **Action:** The full impact report would be distributed to the board once complete.
22. The key themes to emerge from the report were:
  - SCIE has a reputation for the quality and rigour of its work
  - SCIE should develop its position to respond to the sectors need for products that are focussed on achieving practice change
  - SCIE should manage the relationship with its partners and stakeholders strategically
  - SCIE should build recognition through enhanced corporate communications
23. The board welcomed the report but noted that there was still a difference between the perception of SCIE's impact and its actual impact.
  - More thought should be given to the ways that SCIE could get increased media and sector coverage for its work.
  - It was important to ensure that, at the inception of each SCIE project consideration was made of how the end product would gain profile.
  - It was suggested that the board away day should include discussion of how SCIE ensured that its products were part of the day-to-day work of all social care practitioners and commissioners.
  - SCIE should collaborate with training providers as well as social work educators.
  - SCIE should encourage all its sponsors to promote those products they had funded (as the Department for Health Social Services and Public Safety (DHSSPS) in Northern Ireland does).

- SCIE should continue to consider diversifying its funding – if an organisation paid for an individual piece of work it was likely to promote it.
- SCIE should produce pre-prepared tools for trustees to use to promote SCIE's work.
- SCIE should share its findings on health and social care governance in Northern Ireland with its English and Welsh sponsors. The governance structure in Northern Ireland enabled SCIE to promote its work much more effectively than in the rest of the UK.
- SCIE should review whether holding its conference on an annual basis would help increase SCIE's profile.

24. **Action:** The board agreed the following recommendations.

25. The May meeting of the Board will receive:

- A strategy to position SCIE as a credible, authoritative and high profile provider of support to enable practice change
- A strategic communications plan

26. The September meeting of the Board will receive:

- A strategy for stakeholder management and identification of key target audiences
- Review of existing products and options for new methods of delivery.
- Review options for improving SCIE website.
- Proposal for the development of Social Care Online.

### **Work in the people management theme:**

27. Trish Kearney was welcomed to the meeting to present the report.

28. The theme demonstrates that SCIE's impact depends on the receptivity of social care organisations, including their capacity for critical thinking and outcomes based decisions. Therefore, most of the products in this theme are interactive in some form or another and are pitched at both the organisation and the individual practitioner.

29. Work in this theme indicates a role for SCIE in leading and stimulating organisational receptivity to our materials. This would include work at a strategic level to shape social care improvement support, including social care governance, and the developmental functions for the modernising agencies. It would also involve taking a lead role in helping the various regionally based organisations (Care Services Improvement Partnership (CSIP), Children's Services Advisers (CSA), Commission for Social Care Inspection (CSCI) etc) articulate common understandings of practice development and improvement and how to support these.

30. The board discussed the report and noted that SCIE should link up its work on social care governance with care trusts, the NHS Institute for Innovation and Improvement's work on improving health and social care, and governance within statutory Adult Social Care and Children's Services departments.
31. It was suggested that the social care leadership programme should be marketed to Wales and Northern Ireland, who could buy into the programme.
32. It was suggested that the social care leadership development initiative steering group should consider work on leadership in service user led organisations, where problems with succession planning were of current importance.

### **Work programme (including work programme committee minutes):**

33. Allan Bowman noted that Ann Macfarlane had agreed to join the work programme committee.
34. Amanda Edwards presented the minutes of the work programme committee and a report on the work programme with details of the discussions to date with sponsor departments. Sponsors had agreed the priority to be given to projects in the programme.
35. The board approved the programme as outlined in the report. The final programme will be determined in discussion with the sponsor departments when the grants levels have been confirmed.
36. It was suggested that consideration be given to grouping the programme under the six outcomes listed in appendix 1 to the report rather than in the current themes and that priorities could be determined by considering the desired outcomes from the work, as well as the topic.
37. It was agreed that if possible the programme should allow some capacity to respond to issues which might arise in year.

### **SCIE corporate and planning cycle:**

38. Stephen Goulder presented the report which looked at how SCIE's external facing, internal facing and accountability and governance planning fitted together.
39. The planning was structured to include our sponsors, partners, staff and stakeholders; to develop from strategic direction by the board; to align resources to priorities; to support performance review by board; and to inform communication of outcomes and achievements.
40. **Action:** The board endorsed the framework for the corporate and business planning cycle and agreed that the February meeting of the Board should be

moved to March (from 2008 on) and that a detailed annual agenda plan should be presented to the board at its May meeting.

- 41. **Action:** It was agreed that a developmental or away day should be held for trustees each January.

**Draft budget 2007-2008:**

- 42. Bill Kilgallon presented the report.
- 43. In respect of the core grant from the Department of Health SCIE has asked for an increase of 5%.
- 44. SCIE has submitted a proposal to the Department of Health to establish a team focused on supporting the implementation of our work in the English regions at a full year cost of c£740,000. SCIE has also submitted a proposal to the DHSSPS Northern Ireland to establish a Northern Ireland post for which we are requesting an additional £50,000 on the Northern Ireland grant.
- 45. **Action:** As the timing of the board meeting this year means that it is not possible to present a detailed budget for approval it was agreed to delegate authority to the Audit Committee to agree the budget for 2007-2008.

**Issues from the quarterly reports:**

- 46. No issues were raised
- 47. The next Board meeting would be held at 11.30am on 3 May 2007, venue to be confirmed.

**Approved**

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**Name:**

**Position:**

**Date:**

Actions from the Board meeting held on 15 February 2007:

**Item 2: Minutes and matters arising:**

**Action:** It was agreed that the decision made at the last board meeting regarding if two posts arose whilst recruiting for a single post, was transparent enough to enable challenge of the process and decision, and a tight time limit would be adopted to ensure the Chair reported such matters to the board.

**Item 3.1: Chair's report:**

**Action:** Allan would check whether the Shaping Our Lives National User Network had been asked to submit evidence to the Conservative party's Social Workers' Commission.

**Item 3.2: Chief Executive's report:**

**Action:** It was agreed to consider the possibility of a different governance structure for SCIE at the board away day. Evidence for the effectiveness of different models would be sent to trustees prior to the away day.

**Item 4: Increasing SCIE's impact – summary of current organisation intelligence and recommendations for future action:**

**Action:** The full impact report would be distributed to the board once complete.

**Item 4: Increasing SCIE's impact – summary of current organisation intelligence and recommendations for future action:**

**Action:** The board agreed the recommendations as listed in the minutes.

**Item 7: SCIE corporate and planning cycle:**

**Action:** The board endorsed the framework for the corporate and business planning cycle and agreed that the February meeting of the Board should be moved to March (from 2008 on) and that a detailed annual agenda plan should be presented to the board at its May meeting.

**Item 7: SCIE corporate and planning cycle:**

**Action:** It was agreed that a developmental or away day should be held for trustees each January.

**Item 8: Draft budget 2007-2008:**

**Action:** As the timing of the board meeting this year means that it is not possible to present a detailed budget for approval it was agreed to delegate authority to the Audit Committee to agree the budget for 2007-2008.